



2015 Credit Union Call Center Conference Survey Results

Presented by:



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Introduction

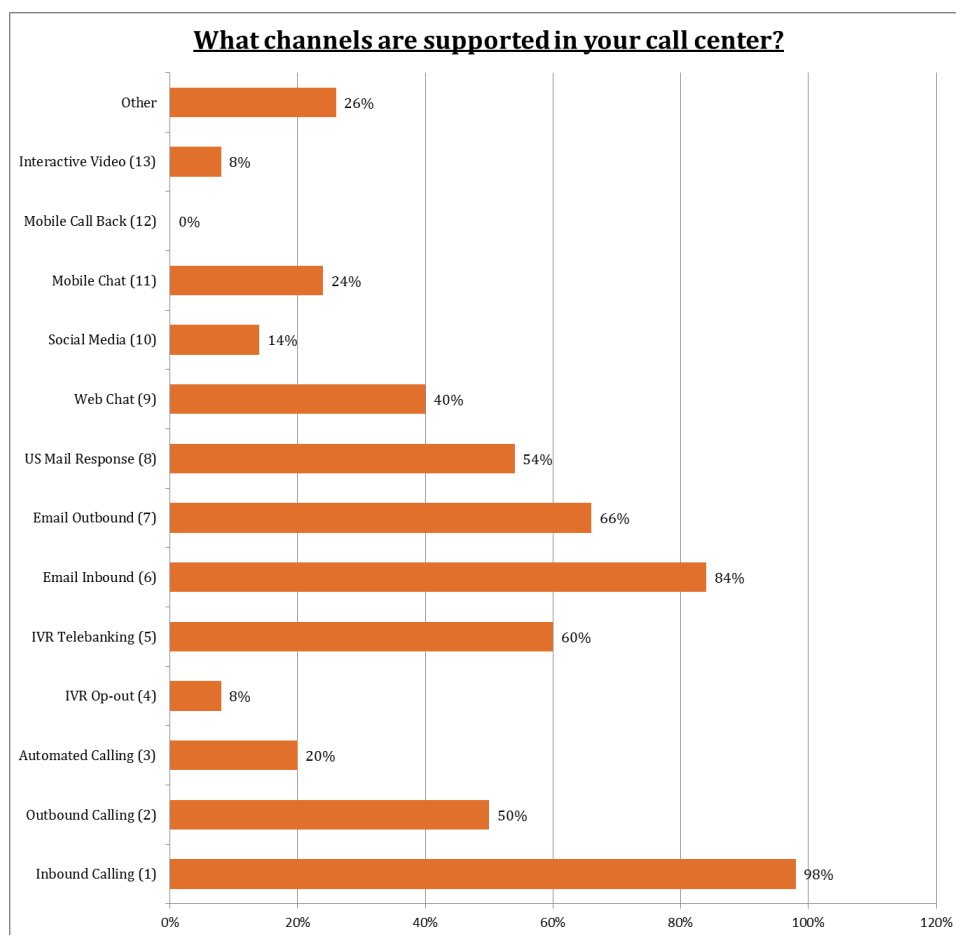
The role of the call center continues to evolve to more of a communication center, to address the organizational need for a unified channel approach to member service delivery. Having a broad ability to support both inbound and outbound communications is becoming increasingly important as self-service channel activity limits the opportunity to “know the member.” Agents are expected to support an increasing number of products and channels. As live contacts become increasingly rare, the importance of delivering a great member experience and maximizing the personal interaction becomes critically important.

The following information was compiled from a survey conducted by KIVA Group at the 2015 Credit Union Call Center Conference. While this information is not presented as a scientifically valid survey, it does reflect questions that were being broadly considered by the participants and responses from credit unions ranging in asset size from \$100,000,000 to \$4,600,000,000, and currently having between 3 and 1,000 call center agents.

KIVA Group, Inc. has taken the liberty to present some contextual detail and offer some insights on the nature of the responses provided.

What Channels are supported in your Call Center?

Support for mobile users is growing, while social media interactions are relatively flat or dropping slightly from last year. As in previous years, the vast majority of interactions were either inbound calls or emails initiated by the members. Email has come on strong as a preferred communication medium for members of all ages. Outbound calling activity remains relatively flat. Yet our sense is that momentum is building both in the call center and from branch staff with the renewed emphasis on the concept of “*Onboarding*.” And now “*Reboarding*” for existing members holds a lot of promise as CRM strategies utilizes channel interactions to deepen relationships.



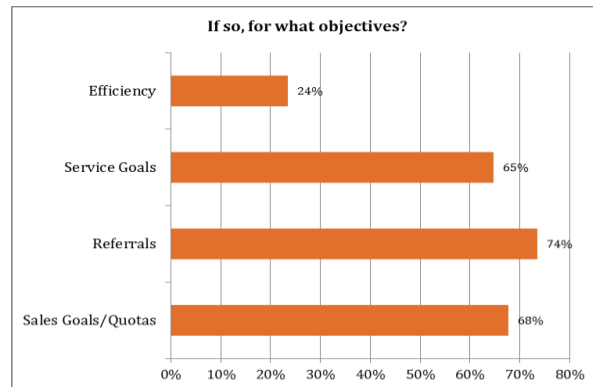
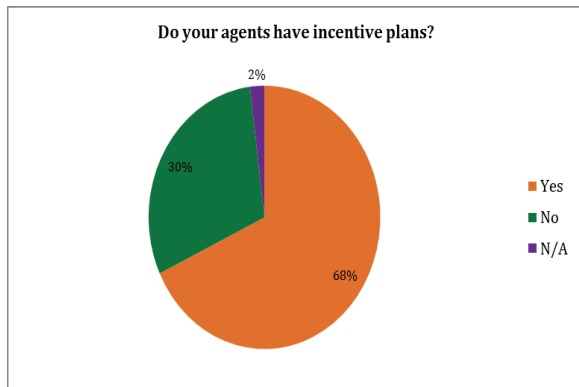
How many data sources/systems do your agents access for member service delivery?

The number of data sources that must be navigated by call center reps continues to grow. This trend presents several challenges. A recent survey revealed that the average rep already spends 13% of their day navigating information sources. At the same time, when members judge the quality of a service experience, one of the top metrics identified is the time it takes to resolve an issue or answer their request. Another major concern is the training time required for reps to learn where and how to find information, not to mention manage the authorities and logins required. This training challenge is further exacerbated by high turnover rates in many call centers.

Average number of data sources	9
Median number of data sources	10
Mode number of data sources	5
Largest number of data sources	20
Lowest number of data sources	9

Do your agents have incentive plans?

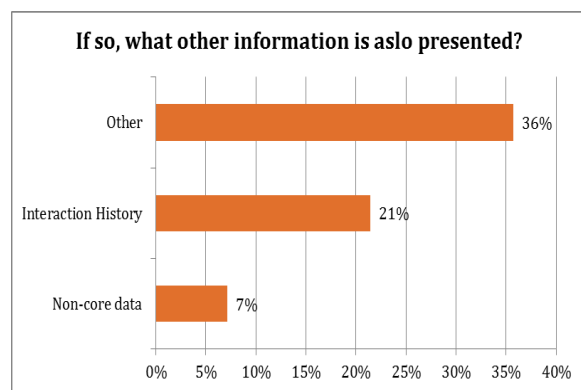
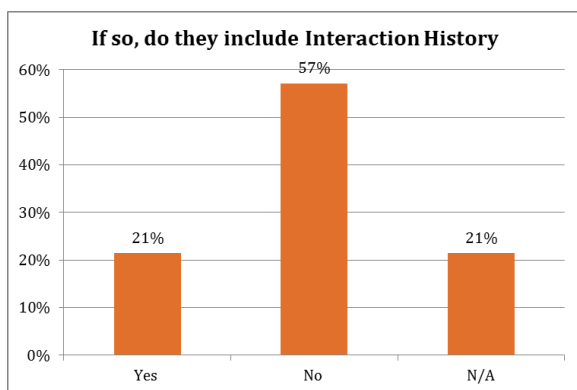
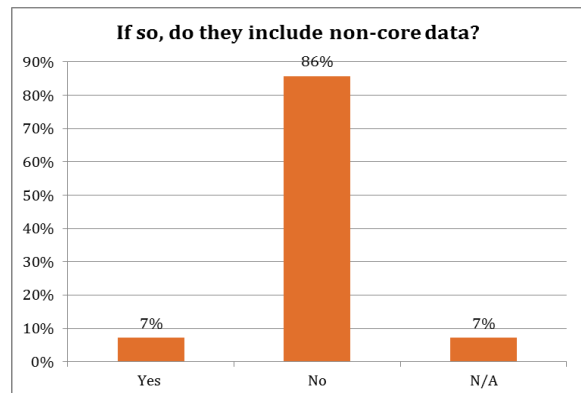
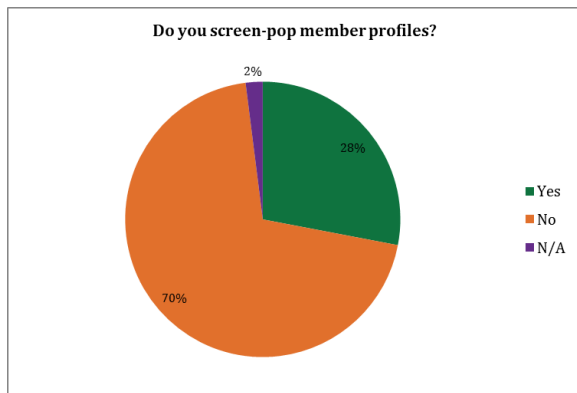
The number of call centers utilizing incentive plans for their staff has remained steady for the past few years with about 2/3 of call centers providing incentives. Incentive plans that recognize sales are about equal to plans which recognize service results. A primary objective of sales plans is generating referrals. Capturing referrals requires less specific product knowledge, less agent time and can be readily automated within workflows. Referrals that reflect true product needs, which may be revealed during a service interaction, offer genuine value for the member and generate a reasonably high rate of closure for the credit union.



Do you screen pop member profiles?

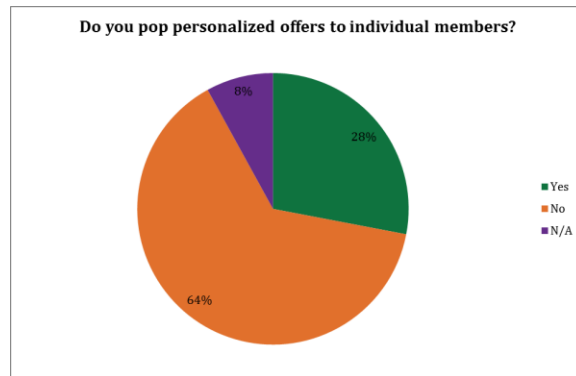
Roughly fewer than 30% of the call centers surveyed provide a member screen pop as part of the interaction process. This percentage has remained steady for the past several years. It seems that technology costs are the biggest impediment, or perhaps the cost justification seems to be unclear. However, when providing service or engaging in needs based selling, it is very helpful to be able to immediately view the available member information. Given that the speed of service delivery is one of the top metrics for measuring member's experience, popping a member's profile should generate a significant and immediate payback.

Having interaction history as part of the profile also serves to eliminate the need for members to have to provide information on previous interactions, which is the biggest source of dissatisfaction.



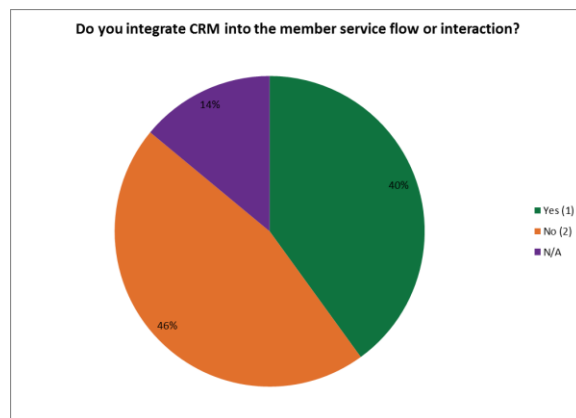
Do you pop personalized offers to individual members?

In a digital world where more and more transactions are done via self-service channels, each interaction with a live person becomes more valuable. Being positioned to pop intelligent and relevant offers is increasingly valuable. This may be used to focus on generating leads that are followed-up on by specialists.



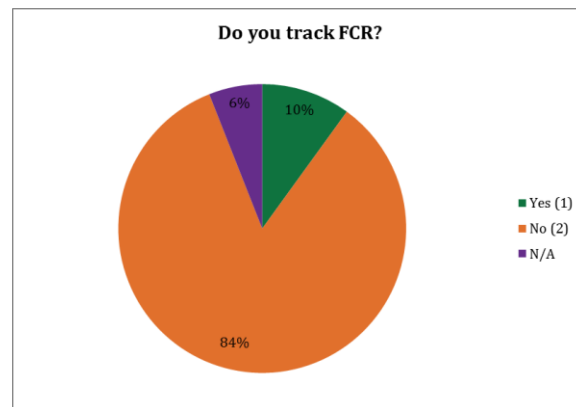
Do you integrate CRM into the member service flow or interaction?

CRM usage in the call center is up about 20% from our last survey. The specific nature of CRM activities is not clear when in the call center. While the true nature of CRM activities is not clear, it seems likely that current implementations are providing for an improved member experience. The evolving CRM objective should ultimately be to provide equally great service delivery on the "Member's Channel of Choice," regardless of the channel chosen.



Do you track First Call Resolution rates?

First Call Resolution is one of the top, if not the top metric measured in judging the quality of member experiences according to member surveys. The member wants swift and accurate responses to their requests. The biggest challenge appears to be limitations in the systems that are currently deployed in many credit union call centers. Logging and tracking interaction history provides many insights and supports the delivery of personalized service. Evolving regulations from the CFPB and others is furthering the need for member service management systems.



In 2016 will your Call Center staffing Increase, decrease, remain the same?

In the coming year, the majority of the call centers surveyed expect continued growth in staff. With the increase in online and mobile interactions, there is a corresponding increase in call center support activity. We are also seeing a growing expectation from members for the availability of an after-hours call center support option. With the challenges of hiring and training new team members, the importance of automating and systematizing is also growing. This trend also brings urgency to simplifying systems and reducing the information navigation requirements so that training time can be decreased and made more efficient.

